Selling cultural heritage?
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Notes

Chapter One

[1] The process of economic valuation is divergent, measuring the individual or societal impact. Three of the most popular methods are the willingness-to-pay models (WTP), economic impact studies and related calculations of the *social return on investment*. WTP models measure "the maximum amount of money a consumer would pay to increase his level of welfare or to avoid the loss of it in relation to the consumption of that particular cultural heritage" (Plaza 2010). *Impact studies* measure the value of a specific cultural heritage in terms of the local economy and its overall externalities, for example the size of spending flows that accrue from a specific site measured against the outflows or costs. Calculations of *social return on investment* (SROI) are as already being used in some countries, for example in the Netherlands, to help determine funding allocation with sufficient societal 'return' (Van den Dries, Boom, and Van der Linde 2015). New models are also being proposed, to help improve the measures of the many cultural values, discussed above, that affect the economic equation and cannot be accurately described in monetary terms-for example the "cultural monitor" model (Klamer 2013) or models learn from models adjusted from other disciplines such as the QALY (quality-adjusted life years) model being used by health economists (Throsby 2013). For more reference to contingent value models see for example the works by Choi, Ritchie, Papandrea and Bennett 2010, Li and Lo 2004, Klamer 2013, Plaza 2010, Seenprachawong 2006, Snowball 2013, Tuan, Seenprachawong and Navrud 2009.

[2] Physical Cultural Resources as noted in the policy are also known as 'cultural heritage', 'cultural patrimony', 'cultural assets' or 'cultural property'. They are defined therein as the "movable or immovable objects, sites, structures, groups of structures, and natural features and landscapes that have archaeological, paleontological, historical, architectural, religious, aesthetic, or other cultural significance. Physical cultural resources may be located in urban or rural settings, and may be above or below ground, or under water, whilst cultural interest may be at the local, provincial or national level or within the international community" (World Bank, 2006)

[3] For example, the celebrated singer Samirah Tawfiq of Lebanese descent supposedly inspired by the Bedouin, popular both in Jordan and within the Arab world, has songs calling to the *Nabataean* origins. She sings of 'Jordan of the Red Kuffiyah' (Urdunn al-Qufiyyah al-Hamra) and Our Jordan Dirah, (Diritna al-Urdaniyyah) as well as songs in adulation of the monarch and promoting Amman, another merging entity in the national discourse (Massad 2001, 76).

[4] IbnKhaldun the famous 14th century historian writes that "his book will deal on the whole with the Arabs and their dynasties, as well with those 'famous nations' (*al-umam al-mashahir*) that were their contemporaries, such as the Nabateans, Syrians, Persians, the ancient Israelites, the Copts, the Greeks, the Romans, the Turks and the Europeans (al-Ifranja)" (Gerber 2004, 259) suggesting that historically the Nabataeans have not been seen as Arab but as a nation contemporaneous to the early Arab dynasties.

Chapter Two

[5] Most managers were confused by what cultural heritage might be, and tended to refer instead to their corporate heritage, the "brand cultural heritage" or the "company cultural history". Only respondent stepped back, and spontaneously offered an approach to the question of what cultural heritage is from her own personal, and not professional viewpoint. Furthermore, although there was an almost unanimous focused on the importance of local connections, there was no mention of local interests, local stakeholder engagement, or specific codes and guidelines to consider the representatives of such "local" stories being appropriated by the corporation or brand. Even when prompted, managers did not refer to any such process. Some respondents did refer to consumer focus groups and consumer-focused interviews but these were strictly intended to provide date on consumer habits and usage. In other words, cultural heritage is not on their radar, despite a claimed interest in local community and culture.

Chapter Five

[6] The IFC requires environmental assessments (EAs) for any projects being proposed for IFC financing, and this covers the same principles as highlighted in OP 4.01(IFC 1998) but it has been criticized for its funding choices and their global impact and their loans raised for projects in oil, gas, mining, and the chemical industries rather than infrastructure (Shephard 2011). An update and review process was completed in 2012 to seek to improve these

future funding decisions and the IFC has also launched a review of the Extractive Industry (2001) and a new Performance Standards (PS) (2006) with a sustainability framework for social and environmental Sustainability. These reviews come after two years of intense criticism from NGOs such as Amnesty International and Oxfam especially in regard to the human rights issues surround territorial rights of indigenous communities and the transparency of company's operating projects in contested areas. For instance, Amnesty International had criticized the 2006 standards for the failure to include a robust process for due diligence for human rights, and this is one of the changes that are included in the new policy. The main changes that occur through the updates are towards increased recognition of the client (the borrower or persons responsible for the project) towards human rights issues, in addition to issues of climate change, corporate governance, and gender (IFC 2011). According to the IFC official statement, the latest changes were identified through a matrix contrasting the 2006 Standards with the International Bill of Human Rights and the updates address human trafficking, forced evictions, and also issues concerning communities' access to cultural heritage (IFC 2010).

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Appendices

Appendix A: List of Corporate Responsibility Reports

Reviewed from March 2014 to March 2015. Last accessed March 15th 2015

#	Company Name and Report Title	Website
1	3M - Innovation Improving Lives - 2014 Sustainability Report	http://solutions.3m.com/wps/portal/3M/en_US/3M-Sustainability/Global/Resources/Downloads/
2	Abbott - Global Citzenship Report - 2013	http://www.abbott.com/abbott-citizenship/citizenship-reporting.html
3	Adidas - Global Technology Centre Scheinfeld - Environmental Statement 2013	http://www.adidas-group.com/en/sustainability/managing-sustainability/general-approach/
	Adidas-Sustainability Progress Report 2013-Performance Counts	http://www.adidas-group.com/en/sustainability/reporting-policies-and-data/sustainability-reports/
	Adidas Group - General Approach Sustainability Management - General Approach	http://www.adidas-group.com/en/sustainability/managing-sustainability/general-approach/#/our-sustainability-strategy/
4	American Express –Corporate Responsibility Update 2011	http://www.americanexpress.com/CSR
	American Express - Website	http://www.americanexpress.com/CSR
5	Amazon.com - Amazon and Our Planet	http://www.amazon.com/b?ie=UTF8andnode=13786321
	Amazon.com - Employee Involvement	http://www.amazon.com/b?ie=UTF8andnode=13786411
	Amazon.com - Tools for Nonprofits	http://www.amazon.com/b?ie=UTF8andnode=13786401
6	Apple - Diversity - Inclusion inspires innovation.	https://www.apple.com/diversity/
	Apple - Supplier Responsibility - Highlights 2014 and Progress Report	https://www.apple.com/kr/supplier-responsibility/pdf/Apple_SR_2014_Progress_Report.pdf
	Apple - Supplier Responsibility - Labor and Human Rights 2013	https://www.apple.com/supplier-responsibility/labor-and-human-rights/
7	Barilla - Annual Results 2013	http://www.barillagroup.com/mediaObject/corporate/who-we-are/group/eng/BilancioBar2013_eng/original/BilancioBar2013_eng.pdf
	Barilla - Summary 2013 -	http://www.goodforyougoodfortheplanet.org
8	BMW –Sustainable Value Report-Working Together 2013	http://www.bmwgroup.com/com/en/responsibility/svr_2013/index.html
	BMW - Group Wide Environmental protection	http://www.bmwgroup.com/com/en/responsibility/sustainability/environmental-protection/index.html
	BMW - Product responsibility	http://www.bmwgroup.com/com/en/responsibility/sustainability/product-responsibility/index.html
	BMW - Sustainable Management	http://www.bmwgroup.com/com/en/responsibility/sustainability/sustainability-management/index.html
	BMW - Corporate Citizenship	http://www.bmwgroup.com/com/en/responsibility/sustainability/corporates-citizenship/index.html
	BMW Group - BMW Group Dialogue	http://www.bmwgroup.com/e/0_0_www_bmwgroup_com/verantwortung/dialog/stakeholderdialog.html
	BMW Group ~ Intercultural Innovation ~ Social Inclusion	http://www.bmwgroup.com/bmwgroup_prod/e/0_0_www_bmwgroup_com/verantwortung/gesellschaft/interkulturelle_innovationen.html
	BMW Group ~ Society ~ Overview	http://www.bmwgroup.com/bmwgroup_prod/e/0_0_www_bmwgroup_com/verantwortung/gesellschaft/ueberblick.html
9	Bridgestone - Corporate Social Responsibility Report - 2013	http://www.bridgestone.com/responsibilities/csr/report/download/
10	Canon Sustainability Report 2014	http://www.canon.com/csr/report/
	Canon - CSR Activities ~ CSR Activity Policy	http://www.canon.com/csr/vision/policy.html
	Canon ~ Social Contribution Activities	http://www.canon.com/scsa/
	Canon ~ Tsuzuri Project	http://www.canon.com/tsuzuri/
	Canon Global ~ Canon Video Square	http://www.canon.com/v-square/
11	Coca-Cola - 125 years of sharing happiness - booklet	http://www.thecoca-colacompany.com/ourcompany/ar/pdf/TCCC_125Years_Booklet_Spreads_Hi.pdf
	Coca-Cola - 2012 - Sustainability Report (released Feb 2013)	http://assets.coca-colacompany.com/a3/4b/a3e7d93f4232a8ac16ed519cde76/sustainability-at-

		coca-cola-pdf.pdf
	Coca-cola 2012-2013 GRI report	http://assets.coca-colacompany.com/44/d4/e4eb8b6f4682804bdf6ba2ca89b8/2012-2013-gri-report.pdf
	Coca Cola - Annual Report 2013	http://assets.coca-colacompany.com~d0~c1~7afc6e6949c8adf1168a3328b2ad~2013-annual-report-on-form-10-k.pdf
12	Colgate-Palmolive - Sustainability Report 2013 - Giving the World Reasons To Smile	http://www.colgate.com/app/Colgate/US/Corp/LivingOurValues/Sustainability/HomePage.cvsp
	Colgate-Palmolive - Sustainability - Webpage	http://www.colgate.com/app/Colgate/US/Corp/LivingOurValues/Sustainability/HomePage.cvsp
13	Daimler (Mercedes Benz) - Our Sustainability Program 2020 - Results and Targets	http://sustainability.daimler.com/reports/daimler/annual/2014/nb/English/70/our-sustainability-program-2020.html
	Daimler Sustainability Report - 2013.	http://www.daimler.com/Projects/c2c/channel/documents/2458889_Daimler_Sustainability_Report_2013.pdf
14	Danone 2013 - economic and social report	http://www.danone.com/en/publications/#.VP9eK_nF-So
	Danone 2013 - specific areas via webpage	http://www.danone.com/en/for-all/mission-strategy/our-strategy/a-sustainable-food-chain/
15	Dell -2014 - Corproate Responsibility Report - A progress report on our 2020 Legacy of Good Plan	http://www.dell.com/learn/us/en/uscorp1/press-releases/2014-07-08-dell-corporate-responsibility-legacy-of-good
16	Electrolux - 2013 - Annual Report	http://www.electroluxgroup.com/en/electrolux-annual-report-2013-18535/
17	FedEx - 2013 - Global Report on Citizenship	http://about.van.fedex.com/social-responsibility/global-citizenship-report/
18	Ferrero - 20122 - Corporate Social Responsibility Report - Sharing Values to Create Value	http://www.ferrero.com/social-responsibility/csr-group/sharing-
19	GE - GE Sustainability Highlights 2013	http://www.gesustainability.com/2013-performance/
20	Goodyear - Annual Report 2013	http://www.goodyear.com/responsibility/
21	Google - 2011 Diversity and Inclusion Annual Report	http://www.google.com/diversity/
	Google - About	http://www.google.com/
	Google for nonprofits	http://www.google.com/nonprofits/
	Google Green	http://www.google.com/green/
	ABC-code of conduct (2015)	https://abc.xyz/investor/other/code-of-conduct.html
22	Giorgio Armani Group	http://alive.armani.com/us/pages/politica-del-gruppo-armani-per-la-sostenibilita-e-responsabilita-sociale/
23	Honda - Corporate Social Responsibility Report 2014	http://world.honda.com/CSR/
24	HP - Living Progress report 2013	http://www8.hp.com/us/en/hp-information/global-citizenship/reporting.html
	HP - HP 2013 Living Progress Report 2013	http://www8.hp.com/us/en/hp-information/global-citizenship/reporting.html
25	IBM - Corporate Social Responsibility Report 2013	http://www.ibm.com/responsibility/2013
26	IKEA - IKEA Group Sustainability Report FY12	http://www.ikea.com/ms/en_JP/about_ikea/facts_and_figures/sustainability_report/sustainability_report_2012.html
27	Intel - 2013 Corporate Responsibility Report	http://csrreportbuilder.intel.com/PDFFiles/CSR_2013_Full-Report.pdf
	Intel UN Global Compact - Communication on Progress 2013	http://csrreportbuilder.intel.com/
28	Johnson and Johnson - 2013 - Citizenship and Sustainability Report	http://www.jnj.com/sites/default/files/pdf/cs/2013-JNJ-Citizenship-Sustainability-Report-FINAL061914.pdf
29	Kellogg's - Corproate Social Responsibility - 2013	http://www.kelloggcompany.com/en_US/corporate-responsibility.html
30	LEGO Group - Responsibility Report 2013	http://www.mypresswire.com/log/pm_files/Nf6OSZm2MROb9eh.pdf
	LEGO Group - Progress report2012	https://www.unglobalcompact.org/COPs/active/21013
	LEGO.com - About Us - Responsibility - Social Responsibility	http://www.lego.com/en-us/aboutus/responsibility
31	Eli Lilly - ELI LILLY AND COMPANY Corporate Responsibility Highlights 2012–2013	http://www.lilly.com/Documents/Lilly_2012_2013_Corporate_Responsibility_Highlights.pdf
	Eli Lilly Corporate Responsibility Report - 2012-2013	http://www.lilly.com/Documents/Lilly_2012_2013_CRreport.pdf
32	LOreal-Sustainable development report	http://www.loreal.com/csr-commitments/sharing-beauty-with-all/developing-sustainably.aspx
	LOreal - Our commitments and targets - Our vision - L'Oréal Group	http://www.loreal.com/Article.aspx?topcode=CorpTopic_Comt_DevDur_Vision_engagements_obj

	LOreal Corporate Foundation~ beauty and science at the heart of our commitments	http://www.loreal.com/Foundation/
33	Lufthansa - "Balance" 2014	http://www.lufthansagroup.com/fileadmin/downloads/en/LH-sustainability-report-2014.pdf
34	Marriott - 2014 Sustainability Report	http://www.marriott.com/Multimedia/PDF/CorporateResponsibility/2014SustainRpt_FNL_lr.pdf
35	Michelen - Materiality Analysis ~ Michelin (2)	http://www.michelin.com/eng/Home-Michelin/sustainable-development/performance-and-responsibility/Materiality-Analysis
	Michelin - Bibendum Challenge~ a key summit in sustainable mobility ~ Michelin	http://www.michelin.com/eng/Home-Michelin/sustainable-development/better-mobility-for-everyone/michelin-challenge-bibendum
	Michelin - Chengdu Heritage Park	http://www.challengebibendum.com/eng/publication/Chengdu-Heritage-Park
	Michelin - Sustainability with six ambitions ~ Michelin	http://www.michelin.com/eng/Home-Michelin/sustainable-development/performance-and-responsibility/ambitions-for-2020
	Michelin - Annual and Sustainable Development report - 2014	http://www.michelin.com/eng/Home-Michelin/sustainable-development/data-and-indicators/non-financial-ratings
36	Microsoft 2013 Annual Report	http://www.microsoft.com/investor/reports/ar13/index.html
	Microsoft FY13 Corporate Citizenship Report	http://www.microsoft.com/about/corporatecitizenship/en-us/reporting/
	Microsoft partners with TechSoup Global Local Impact Map ~ TechSoup Global	http://www.microsoft.com/about/corporatecitizenship/fr-wca/partnerships/techsoup-global.aspx
37	Nestle CSV - Creating Shared Value - Full report 2013	http://www.nestle.com/asset-library/documents/library/documents/corporate_social_responsibility/nestle-csv-summary-report-2013-en.pdf
	Nestle - Case study - Saber Programme Brazil ~ Nestlé Global	http://www.nestle.com/csv/case-studies/AllCaseStudies/Saber-Programme-Brazil
	Nestle - CSV - Human rights and compliance ~ Nestlé Global	http://www.nestle.com/csv/human-rights-compliance
	Nestle - links Responsible advertising and marketing ~ Nestlé Global	http://www.research.nestle.com/asset-library/documents/corporate-business-principles-en.pdf
	Nestle Case studies - Nespresso AAA Sustainable Quality™ Program, Guatemala ~ Nestlé Global	http://www.nestle-nespresso.com/sustainability/sustainability/coffee
	Nestlé Global - CSV - Case Studies	http://www.nestle.com/csv/case-studies
38	Oracle - 2012 Corporate Citizenship Report "Positive Impact"	https://www.oracle.com/corporate/citizenship/index.html
39	PG - 2013_Sustainability_Report	http://www.pg.com/en_US/downloads/sustainability/reports/PG_2013_Sustainability_Report.pdf
	PG.com - Sustainability Overview~ sustainability goals, scorecard	http://www.pg.com/en_US/sustainability/overview/index.shtml
40	Philips - Methodology Report - Calculating-Lives-Improved	http://www.philips.com/shared/assets/global/sustainability/downloads/Calculating-Lives-Improved.pdf
	Philips - FullAnnualReport2013_English	http://www.annualreport2013.philips.com/
	Philips - Sustainability - link via annual report	http://www.annualreport2012.philips.com/
41	Rolex - Philanthropy - Awards for Enterprise	http://voices.nationalgeographic.com/2014/06/24/rolex-awards-for-enterprise-granted-to-2014-young-laureates/
	Rolex - Mentor and Protégé Arts Initiative~ Home	http://www.rolexmentorprotege.com/
	Rolex-the quiet philanthropist ~ Alphatech.sg	http://www.alphatech.sg/2011/05/rolex-%E2%80%93-the-quiet-philanthropist/
42	Samsung - 2013 - Sustainability Report	http://www.samsung.com/common/aboutsamsung/download/companyreports/2013_Sustainability_Report.pdf
	Samsung -webpage - Sustainability - Increasing social contribution	http://www.samsung.com/us/aboutsamsung/sustainability/socialcontribution/
43	SAS Group - Sustainability Report Nov 2012– Oct 2013 Towards long-term sustainability	http://www.sascargo.com/sascargo/~/media/Files/Pdf/Environment/SAS_SR_FY2013.ashx
44	Siemens -Additional Sustainability information to the Siemens Annual Report 2013	http://www.siemens.com/about/sustainability/en/sustainability/reporting/current-report.htm
	Siemens - Annual Report 2013	http://www.siemens.com/annual/13/en/index/
45	Sony Global - Community	http://www.sony.net/SonyInfo/csr_report/contribution/
	Sony Global - CSR - Special Project - South Africa Mobile Library Project	http://www.sony.net/SonyInfo/csr/ForTheNextGeneration/MobileLibrary/
	Sony Global - CSR Report	http://www.sony.net/SonyInfo/csr_report/

	Sony Global - News Releases - Sony to kick off CSR program ~Dream Goal 2014	http://www.sony.net/SonyInfo/News/Press/201403/14-028E/
	Sony Global - Sony Museums and Foundations	http://www.sony.net/SonyInfo/csr_report/contribution/index8.html
46	Toyota - Report Library 2013	http://www.toyota-global.com/sustainability/report/citizenship/
	Toyota - Sustainability report (full version) - 203	http://www.toyota-global.com/sustainability/report/sr/pdf/sustainability_report13_fe.pdf
47	Volkswage Sustainability Report (2011)	https://thinkblue.volkswagen.com/dms/thinkblue/about/sustainability/Volkswagen_Nachhaltigkeitsbericht_2011_en.pdf
	Volkswagen 2013 - CSR report, CSR report at a glance report	http://www.volkswagenag.com/content/vwcorp/content/en/sustainability_and_responsibility.html
	Volkswagen Group An Inventory in Paradise - Slovakia Project	http://www.volkswagenag.com/content/vwcorp/content/en/sustainability_and_responsibility/CSR_worldwide/An_inventory_in_paradise.html
	Volkswagen Group Gentle echo - Music project, Czech	http://sustainabilityreport2013.volkswagenag.com/sites/default/files/dd_online_link/en/37_CSR_Broschuere_e.pdf
	Volkswagen Sustainability Report 2013 - arts and culture	http://sustainabilityreport2013.volkswagenag.com/people/our-global-approach
	Volkswagen Sustainability Report 2013 - GRI Index	http://www.volkswagenag.com/content/vwcorp/info_center/en/publications/2014/05/Group_Sustainability_Report_2013.bin.html/binarystorageitem/file/Volkswagen_SustainabilityReport_2013.pdf
	Volkwagen - progress Report on Biodiversity 2011~2012	http://www.business-and-biodiversity.de/fileadmin/user_upload/documents/Die_Initiative/Fortschrittsbericht/VW_Progress_Report_2011_2012.pdf?PHPSESSID=314690da76fe776a7c11067567738d0f
48	Volvo - The Volvo Group Sustainability Report 2013	http://www.volvogroup.com/group/global/en-gb/responsibility/sustainability_reports/Pages/sustainability_reports.aspx
49	Walt Disney 2013 Citizenship report	http://thewaltdisneycompany.com/citizenship
	Walt Disney 2013 - Report Archive	http://thewaltdisneycompany.com/citizenship/reporting/report-archive
50	Whirlpool - 2012 Sustainability Report	http://assets.whirlpoolcorp.com/wp-content/uploads/2012_Sustainability_Report.pdf

Appendix B: List of interview participants by company/brand and industry

Job role/title	Brand	Industry category
Consumer Market Knowledge	**Sebastien**	Hair and Beauty
Philanthropy	**American Express**	Finance
Marketing	**Albert Heijn**	Retail / Supermarket
Marketing	**Google**	Mobile and ICT
Marketing	**Nestle**	Fast-moving consumer goods
Marketing	**Tesla**	Automobiles
Consumer Market Knowledge	**Gillette**	Hair and Beauty
Head of Venture Capital	**Universal**	Music Production
Sales Executive	**Marketing support services***	Marketing Services
Communications	**Procter and Gamble**	Fast-moving consumer goods
Marketing	**Diageo**	Alcoholic beverages
Marketing Senior Exec	**Pharmaceutical***	Pharmaceuticals
Marketing Senior Exec	**Vodafone**	Mobile
Senior Strategy	**IMG**	Sports marketing
Marketing Senior Exec	**Caterpillar**	Automobiles (B2B)
Marketing Senior Exec	**Nissan**	Automobiles
Account and Creative	**Saatchi and Saatchi creative agency**	Advertising
Account Manager	**Saatchi and Saatchi creative agency**	Advertising
Account Manager	**Saatchi and Saatchi creative agency, UK**	Advertising
Account Director	**Creative agency*, Madrid**	Advertising
Account Director	**MediaComm media agency**	Media agency
Account Director	**MKK , PR agency**	Public Relations
Account Director	**MKK, PR agency**	Public Relations
Client Account	**KDC, Fashion PR agency**	Public Relations

* indicates preference for company name to also remain anonymous.

Appendix C: List of UN Global Compact "Participants"

The list is filtered by i) Company and ii) Initiatives for Human Rights and Labor Working Group. Produced by the author March 31st 2016 using the filtering tool of the UN Global Compact website (UN Global Compact 2011c).

Active Filters: TYPE Company × | INITIATIVE Human Rights and Labour Working Group × | Clear All

26 results   50 per page ⇕

NAME	TYPE	SECTOR	COUNTRY	JOINED ON
ABB Ltd.	Company	Industrial Engineering	Switzerland	2000-07-26
Rio Tinto plc	Company	Industrial Metals & Mining	United Kingdom	2000-07-26
Unilever	Company	Food Producers	United Kingdom	2000-07-26
Nestle S.A.	Company	Food Producers	Switzerland	2001-02-20
Eni	Company	Oil & Gas Producers	Italy	2001-07-01
EDF	Company	Electricity	France	2001-08-22
Telenor	Company	Mobile Telecommunications	Norway	2001-08-23
Total	Company	Oil & Gas Producers	France	2002-03-07
KPMG International	Company	Financial Services	United States of America	2002-05-10
OMV Aktiengesellschaft	Company	Oil & Gas Producers	Austria	2003-01-22
Furnas Centrais Eletricas S/A	Company	Electricity	Brazil	2003-06-27
Enel	Company	Electricity	Italy	2004-03-12
Anglo American plc	Company	General Industrials	United Kingdom	2004-07-27
AngloGold Ashanti Limited	Company	Mining	South Africa	2004-08-04
CARBONES DEL CERREJON LIMITED	Company	Industrial Metals & Mining	Colombia	2005-03-02
Barrick Gold Corporation	Company	Industrial Metals & Mining	Canada	2005-06-02
Teck Resources Limited	Company	Industrial Metals & Mining	Canada	2007-04-17
ARAMEX PJSC	Company	Industrial Transportation	Jordan	2007-07-12
Mattos Filho, Veiga Filho, Marrey Jr. e Quiroga - Advogados	Company	Support Services	Brazil	2008-03-03
Vattenfall AB	Company	Gas, Water & Multiutilities	Sweden	2008-07-16
General Electric Company	Company	General Industrials	United States of America	2008-12-10
Hitachi, Ltd.	Company	Technology Hardware & Equipment	Japan	2009-02-27
A.P. Moller - Maersk	Company	Industrial Transportation	Denmark	2009-03-03
Grupo Sancor Seguros	Company	Life Insurance	Argentina	2009-05-06
Sakhalin Energy Investment Company Ltd.	Company	Oil & Gas Producers	Russian Federation	2009-11-18
Ernst and Young	Company	Financial Services	United Kingdom	2009-12-16